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**From:** Manzanilla, Enrique  
**Sent:** Wed 1/18/2017 1:32:44 AM  
**Subject:** Fwd: R9 transition preps - issue papers  
R9 Transition Issue Paper Drafting Tips.docx  
R9 Transition Issue Paper Template.docx

Please work with orc on the issue paper.

Enrique Manzanilla  
Director, Superfund Division  
US EPA Region 9

Begin forwarded message:

**From:** "Kao, Jessica" <Kao.Jessica@epa.gov>  
**Date:** January 17, 2017 at 5:14:05 PM PST  
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**Subject:** R9 transition preps - issue papers

All,

As mentioned in today's SMT, now that our first rolling 90-day issues calendar is compiled, we would appreciate the following issue papers by COB Wed, February 1:

- Air Division: **Air issues in San Joaquin; Air issues in South Coast**
- Superfund Division: **Anaconda**

- Water Division: **CA UIC/Aquifer Exemption; Bay-Delta\*** (*\*can use the latest version for HQ transition – please contact me on that.*)

Please coordinate with other divisions/ORC as appropriate.

I have re-attached the template for the issue paper and drafting instructions, from which the length/font request and general drafting tips below are excerpted:

**Please keep the paper to two pages or less and use a 12-point font.**

### **General Writing Tips**

**Know Your Audience.** Your audience is the incoming RA. Please assume the new RA has limited knowledge of EPA, especially specific program issues.

**Use Plain Language.** Avoid bureaucratic jargon and acronyms. Simplify complex terms.

**Be Fact-Based and Neutral in Tone.** Provide a well-rounded, objective picture of the issue for the new RA's consideration.

**Less is More - Focus on the Critical Issues.** Do not jam in all details. The paper is to give the new RA a big picture of important R9 issues and a head-start in the first 90 days.

**Remember – the paper is only one source of information and a starting point.** Based on the paper, the new RA may ask for additional information, including in-person briefings.

If you have any questions, please contact me.

Thanks!

Jessica